



University of New Haven

# Provost Leadership Profile

Spring 2024

## Executive Summary

The University of New Haven (UNewHaven), an institution of extraordinary dynamism and ambition, seeks a collaborative, innovative, and forward-thinking academic leader to serve as its next Provost and Senior Vice President for Academic Affairs (Provost).

Founded on the Yale campus in 1920, the University of New Haven is a private, coeducational university that has been recognized by The Princeton Review and U.S. News & World Report for academic excellence. Located between New York City and Boston in the shoreline city of West Haven, the University is a diverse and vibrant community of more than 9,800 students from across the nation and around the globe. Students, staff, and faculty are attracted to the University of New Haven for its notable education and programs, empowering culture, and ability to innovate as well as its continued upward trajectory. In the last decade, the University has completed more than \$300 million in major capital projects while launching more than 80 new degree and certificate programs and specialized areas of study. The University also has campuses in Orange, Connecticut, and Tuscany, Italy.

UNewHaven has many strong points, including innovative curricular growth and record-high student enrollment, a campus community that will quickly roll up its sleeves, and a palpable commitment to the mission of preparing students to lead purposeful lives through experiential, collaborative, and discovery-based learning. Known for its transformational commitment to students, optimistic spirit, and ability to push boundaries and unlock new possibilities, the University delivers the kind of foundational education that enables students to lead impactful lives, successfully grappling with and contributing to

solutions for the globe's most complex problems. While UNewHaven faces many of the same challenges of campuses with a similar size and focus — a critical public eye toward the value of higher education, decreasing high school graduate populations, and the impacts of COVID-19 and market pressures — the University recognizes the need to innovate quickly and strategically to meet the needs and aspirations of today's students. As UNewHaven appoints its seventh president, he or she will select the next provost, and together they will join UNewHaven prior to the fall 2024 semester. With the Board of Governors, the provost and president will establish and implement the strategic vision for the University. The next provost will be an essential partner to the president, contributing expertise about the challenging but exciting and dynamic higher education landscape along with a deep appreciation and respect for the remarkable people, character, and history of UNewHaven.

Reporting to the president and serving as a vital member of the cabinet, the successful candidate will be a collaborative, communicative, and engaged leader who can strategize for the evolution and growth of the academic enterprise to ensure that the University continues to be relevant to its future students and our society. They must have a deep commitment to building a dynamic and inspirational partnership with the president as well as the broader cabinet and the skills to value, support, and leverage a campus community fully wedded to the UNewHaven mission. The next provost must also bring sufficient experience to lead an academic enterprise of UNewHaven's complexity.

For information on how to apply or submit nominations, please refer to the Procedure for Candidacy.





## THE UNIVERSITY OF NEW HAVEN

The University of New Haven is a student-centered comprehensive university with an emphasis on excellence in liberal arts and professional education. Our mission is to prepare our students to lead purposeful and fulfilling lives in a global society by providing the highest-quality education through experiential, collaborative, and discovery-based learning.

## Overview

The University of New Haven is a private, top-tier, residential, comprehensive institution recognized as a national leader in experiential education. The University is composed of five colleges and schools: the College of Arts and Sciences, the Pompea College of Business, the Tagliatela College of Engineering, the Henry C. Lee College of Criminal Justice and Forensic Sciences, and the School of Health Sciences. The University awards baccalaureate and associate degrees in 105 undergraduate majors; master's degrees in 92 areas of graduate study; and doctoral degrees in criminal justice, applied engineering, health sciences, and occupational therapy. In 2022-23, the University awarded 1,134 undergraduate and 1,674 graduate degrees.

Under the leadership of President Steven H. Kaplan, Ph.D., the University of New Haven evolved from a commuter to a residential campus and has come to rank among the top universities in the Northeast, boasting programs of national standing in a number of majors across business, criminal justice, engineering, forensic science, healthcare, and the liberal arts and sciences. Over the past decade, enrollment has grown by 44% to more than 9,800 students hailing from 49 states (as well as DC, Puerto Rico, and the US Virgin Islands) and 91 countries. Since Dr. Kaplan was inaugurated in 2004, full-time undergraduate enrollment has nearly doubled, and first-year applications have more than quintupled. Fall 2023 enrollment is the highest in the University's history.

Within the University of New Haven's colleges and schools, students immerse themselves in a transformative, career-focused education across the liberal arts and sciences, fine arts, business, healthcare and health sciences, engineering, public safety, and public service. The University's academic programs are grounded in a long-standing commitment to collaborative, interdisciplinary, project-based learning.

The University's student to faculty ratio is 16:1, with an average class size of 19. At UNewHaven, the experience of learning is both personal and pragmatic, guided by a distinguished faculty who care deeply about individual student success. As leaders in their fields, faculty provide the inspiration and recognition needed for students to fulfill their potential and succeed at whatever they choose to do.

In 2016, President Kaplan led the creation of The Charger Challenge: The Campaign for the University of New Haven. Launched as a precursor to the University's centennial in 2020, The Charger Challenge endeavored to raise \$100 million to help shape the University's next 100 years. The centerpiece of the comprehensive campaign was the new Bergami Center for Science, Technology, and Innovation, a state-of-the-art, spacious academic facility that opened in 2020.

On April 2, 2019, the University announced that the campaign had exceeded its original goal more than 18 months before the conclusion of its centennial year. President Kaplan increased the goal to \$120 million by the end of 2020. In early 2020, the new goal of \$120 million was surpassed. In total, the campaign raised \$167 million, including \$32 million in grants and contracts.

The University of New Haven has total annual operating revenues of \$215 million and total long-term investment assets of \$120 million. The University's main campus is located on 82 acres in West Haven, Connecticut, a suburban hillside community minutes from the bustling city of New Haven and miles of Connecticut shoreline and beaches. The campus is 90 minutes from New York City and 2½ hours from Boston. The University's satellite campus in Orange, Connecticut, is a 15-minute drive from the main campus.

# Recent Accolades



The Princeton Review has included the University each of the last eight years in its annual guidebook of the country's best colleges and universities.



In June 2015, the University of New Haven joined the New American Colleges and Universities, a national consortium of selective small to mid-size independent colleges and universities dedicated to the purposeful integration of liberal arts education, professional studies, and civic engagement.



In U.S. News & World Report's "Best Colleges" rankings, the University has been ranked as a top tier university for 14 consecutive years. U.S. News ranks the University's engineering programs in the top third of nondoctoral programs accredited by ABET and ranks the University's undergraduate program in computer science in in the top third of computer science programs accredited by ABE.



The University was ranked by G.I. Jobs® in the top 20% of colleges and universities recruiting military personnel and is part of the Yellow Ribbon Program.



## Campus Community

Faculty and staff who come to the University of New Haven from other institutions uniformly remark upon the University's remarkable culture. They speak to the ability to experiment and innovate, be creative and nimble, and make things happen without undue delay. One hears expressions of significant admiration for fellow faculty and staff: There is a personal and professional generosity that infuses campus life and that helps make best work more likely. People also note the consistent centrality of care for the University's students: their education, holistic growth and overall experience, and preparation for and success in pursuing lives of impact and meaning.

When faculty and staff describe the University's students – and when UNewHaven students describe one another – one hears terms such as "gritty," "tenacious," "eager and hard working," "creative," and "appreciative and unentitled." Students seem remarkably supportive of one another, invested, and engaged. Student diversity is an essential part of the University's identity and also an integral part of each student's experience and success.

### Faculty:

#### Full-time faculty

- 104 tenured
- 48 tenure-track
- 133 non-tenure track faculty
- 83% hold the highest degree in their field

#### Adjunct faculty

- 550 part-time

#### Practitioners in residence

- 63

### Staff:

The University of New Haven has a talented, dedicated, and exceptionally hard-working staff of roughly 500. There are collective bargaining units for the clerical/technical staff, maintenance and custodial staff, and public safety staff.

### Students:

#### Overall Enrollment

- Highest enrollment in University history, with more than 9,800 students
- Graduate enrollment at highest levels in University history

### Where our students are from

- 29% come from Connecticut
- 33% are from out-of-state
- 38% hail from other countries

### Diverse student body

- 52% female
- 37% of domestic students identify themselves as a member of an underrepresented group
- 205 with military veteran status

### Fall 2023 incoming students

- 1,295 first-year class
- Average high school GPA of 3.48
- Average combined SAT score of 1111
- Applications increased by 51% over the last three years
- 218 transfer class

*\*Census data provided is not fully complete.*

## Campus Life

The University boasts more than 150 clubs and organizations, and students have access to hundreds of study abroad programs, including at University of New Haven's Tuscany Campus in Prato, Italy.

Student news is provided by The Charger Bulletin, a weekly student-run newspaper available in hard copy and online. Students and community members also broadcast on the campus radio station, WNHU 88.7 FM, which is available online and has won a number of Best College Radio Station awards in local media readers' polls.

University of New Haven students show a commitment to community service through club outreach, the Alternative Spring Break program, the President's Public Service Fellowship program in the summer, and many more initiatives.

About 75% of undergraduate students live on campus or in University-sponsored housing in 20 residence halls. First-year students have the option to participate in Enhanced Living and Learning Communities (ELCs), which help foster a greater connection to the University by allowing students with a common bond to reside together. In addition, faculty are also heavily involved in the ELCs, forging strong connections with students both in and outside the classroom.

## Academic Support and Student Retention

Students have many resources to ensure their academic success. Delivering a seamless program of services to support students across their entire academic experience, the University's dedicated faculty and staff are devoted to equipping students with the skills to overcome the obstacles they may encounter as they meet their many academic and professional goals.

There are eight centers and programs that carry out this critical work. The Accessibility Resources Center, Center for Student Success, the Center for Learning Resources, the Health Professions Advising Center, the Pre-Law Program, Pre-Medical Studies, Parent/Family Early Alert Program, and the Writing Center provide proactive and holistic student support.





## Athletics and Student Recreation

The University of New Haven is a member of the athletically and academically prestigious Northeast-10 Conference and NCAA Division II. The University's teams are known as the Chargers and its mascot is Charlie the Charger. UNewHaven offers 20 varsity sports which, collectively, have been to the playoffs over 275 times. The Chargers have won conference, regional, and even national championships. Student-athletes and coaches enjoy state-of-the-art facilities, powered by the \$10M Peterson Performance Center, which opened its doors in Fall of 2023. More than 500 athletes call this cutting-edge space home, training in facilities that best many Division I institutions. The Chargers have a long tradition of both athletic and academic success, placing approximately 52% of their students on the NE10 honor roll, with close to 8% earning perfect 4.0 GPAs. UNewHaven is methodically assessing the opportunity to elevate its athletics program to Division I status; the discussion is currently on pause as the community awaits a new president and additional progress on other planning.

At the University of New Haven, campus recreation is called "ChargerREC," with a home base in the David A. Beckerman Recreation Center. There are 20 intramural offerings in three divisions (men's, women's, and co-REC), subdivided into divisions by skill level. The University has 21 club sports teams and offers over 35 fitness classes, in addition to personal training and lifetime health and skills classes.



## Career Development

The Career Development Center (CDC) is a comprehensive center for career advising, internships, and other career-related preparation with a focus on integrating career development into academics, athletics, and student life. The center also manages the relationships with external recruiting organizations to connect students, alumni, and faculty with internship and job opportunities.

**Career outcomes rates**, in accordance with the National Association of Colleges and Employers Standards and Protocols for First Destination Surveys:

**91.96%**

for the Undergraduate Class of 2022

**93.02%**

for the Graduate Class of 2022







## Governance

In the exercise of its authority and responsibilities, the Board of Governors holds the University of New Haven's financial, physical, and human assets and operations in trust for future generations and is pledged to provide coordination, focus, advocacy, stewardship, and leadership for the diverse members of the University of New Haven learning community. The members of the Board of Governors are elected for three-year terms and convene a minimum of three times per year.

The Faculty Senate determines the University's educational policy. The Faculty Senate meets regularly. The provost is the primary conduit for and conveyor of information from the administration to the faculty through Senate meetings and can request time for such presentations. The provost will meet with the Senate Chair prior to meetings to review issues and agendas at the chair's request. They will attend meetings as an observer/liaison and address questions as required. The Senate conducts much of its business through elected standing committees. The Provost holds responsibility for some Senate-related tasks in their service to committees such as Faculty Affairs, Academic and Student Affairs, Sabbatical Leave, Tenure and Promotion, and others.

More information about the University can be found at [www.newhaven.edu](http://www.newhaven.edu).

## The Community

Nestled in the heart of Connecticut, West Haven is a city that shares the region's rich history and traditions, while also embodying a dynamic spirit of innovation and cultural diversity. Its location along the scenic Long Island Sound spans approximately 20 square miles. Its miles of pristine shoreline and well-maintained parts are a haven for outdoor enthusiasts and a source of pride for its inhabitants. Positioned conveniently between the bustling metropolises of **Boston** and **New York City** and with the longest publicly accessible beach in Connecticut, West Haven offers the vibrancy of a city and the warmth of a close-knit community. West Haven's culinary scene is a testament to its diverse and flavorful culture. The city boasts an array of restaurants and eateries, offering a range of international cuisines that reflect its multicultural population.

The campus is less than **3 miles from downtown New Haven**, with its more than **100** specialty boutiques. Nearly every street offers the opportunity to experience world and local art, the city's deep-rooted history, and one-of-a-kind performances. **ArtSpace**, **the contemporary gallery spotlighting the work of both regional and local artists**, anchors the historic 9th Square district. And New Haven's impressive culinary roots include its reputation as the birthplace of two American staples: Visitors from all over the world stop at **Louis' Lunch** for a taste of a true hamburger sandwich or head into **Historic Wooster Square**, where lines form every night outside **Frank Pepe's** and **Sally's** for a slice of what many claim is the **best pizza in the United States**.

Both West Haven and New Haven sit in New Haven County, home to a number of colleges and universities including Albertus Magnus College, Gateway Community College, Southern Connecticut University, UNNewHaven, and Yale. **The theatre scene is remarkable**, thanks to the Shubert Theater, home of many Rodgers and Hammerstein world premieres; the Tony-award-winning **Long Wharf and Yale Repertory Theatres**; and homegrown theater companies such as **A Broken Umbrella Theatre**.

Finally, the area's appeal extends beyond its urban borders to the natural wonders that surround it. Numerous state parks provide seasonal activities for outdoor enthusiasts. Places like **Sleeping Giant** and **West Rock Ridge State Parks** provide picturesque settings for winter sports; the **Farmington Canal Heritage Trail** and the **Shoreline Greenway Trail** offer miles of paths for cyclists of all levels and hiking enthusiasts find panoramic views from the peaks of East Rock Park and Sleeping Giant State Park. The area's natural surroundings provide ample chances to spot various bird species, especially during the spring and fall when migratory birds pass through. And the city's proximity to the sound ensures that water-based activities are always within reach, offering relaxation and recreation.



# Role of the Provost and Senior Vice President for Academic Affairs

Reporting to the President, the Provost and Senior Vice President for Academic Affairs (Provost) serves as the principle academic officer for the university. The provost also serves as the chair of the Academic Leadership Council, comprised of the President's Cabinet and all five academic deans. This position is responsible for the quality, integrity, growth, economic viability, and success rates of UNewHaven's academic programs. The provost represents faculty at the President's Cabinet, and facilitates their contributions to academic quality and effectiveness, scholarly and creative work, and overall professional development.

The provost oversees a significant team of professionals in the Office of Academic Affairs. Their direct reports include the senior vice provost; the vice provost for policy and program coordinator; the vice provost for advising, retention, and academic support; the assistant provost for diversity, equity, and inclusion; the associate vice president for institutional planning and research; the associate vice president for information technology and CIO; the vice provost for academic administration; the director of the center for teaching excellence; the university librarian; the academic deans; an administrative specialist; and an executive assistant.

The college deans collaborate with the provost to provide operations in their colleges related to curriculum, regional and specialized accreditation, and instructional programs. Coordinating with the provost in the application of university-wide policies, the deans are also responsible for academic planning, education policy, and the management of academic resources within their respective schools.

As the leader of the faculty, the next provost will provide leadership for the recruitment, retention, professional development, evaluation, promotion, and compensation of faculty. They will communicate and represent the views and concerns of the faculty to the president and the senior team. They will provide attention and direction with respect to the improvement of faculty performance. Relatedly, they must promote a climate of collegial discourse and lead the academic deans in faculty hiring and personnel matters. Upholding and valuing the culture of shared governance, they have oversight for the implementation of faculty handbook provisions and revisions, attend Faculty Senate meetings as appropriate, and work collaboratively with the Faculty Senate Chair on matters of faculty affairs. The provost does not hold a procedural role on the Senate. They are, however, the primary liaison between the administration and the faculty and formally present information on behalf of the administration at Senate meetings and serve on specific Senate committees. The provost will also model and promote a culture committed to diversity and belonging that informs their decision-making and leadership on campus broadly, but of faculty specifically.

They also have responsibility for the academic enterprise, which includes assessing and supporting teaching and scholarly excellence. The next provost will also identify new programmatic directions, including interdisciplinary opportunities for students and for the generation of new revenue streams. They also support the implementation of student recruitment plans and processes and the achievement of annual enrollment and net revenue targets. Accreditation and sound fiscal management of the academic budget are also in their portfolio.

As a critical partner to the president, the new provost will work collaboratively with the president and the senior team to advance the university's mission, vision, and strategic plan. To that end, the provost has special responsibilities in collaboration with cabinet members and, at appropriate times, the Board of Governors. In developing and providing oversight to the budget of academic affairs, the provost is a key partner to the chief financial officer. They will oversee the effective use of resources within the budget and seek innovative and effective academic partnerships within and outside the university. The provost also coordinates closely with the vice president of enrollment management and dean of admissions to ensure alignment between academic offerings and the strategic enrollment management plan. From time to time, the provost may have philanthropic, strategic development, and strategic implementation duties as assigned by the president and in partnership with the vice president of university advancement. As the senior vice president, they may also serve as de facto leader of the UNewHaven campus in the absence of the president, as requested. Finally, the provost will support the Board of Governors Faculty Affairs Academic and Student Affairs Committee regarding faculty welfare concerns..



## Opportunities and Expectations for Leadership

The provost and senior vice president for academic affairs (provost) will report directly to the president and serve as an integral part of the president's leadership team. The provost will serve as the chief academic officer for the university, overseeing all aspects of academic affairs.

In addition, the provost will be expected to:

- **Work collaboratively with faculty to build upon academic innovation and excellence:** Building upon a reputation for experiential learning and industry-relevant curricula, the new provost will inspire and support the faculty in continuing to innovate in both academic content and pedagogy across all disciplines. In order to face the challenges in contemporary higher education, the provost will instill a forward-thinking culture, encouraging, supporting, and rewarding faculty in their efforts to remain ahead of the innovation curve.
- **Support and advance the needs of faculty and staff:** The provost will be a model citizen of the university, advocating for the well-being of faculty and staff through inclusive and transparent practices. They will invest in faculty and staff development, ensuring the continued intellectual growth of the community necessary to support the continuous improvement and growth of the university.
- **Inspire a culture of belonging:** As an institution dedicated to students of many backgrounds, including local working-class, first-generation students and diverse international students across the disciplines and at both the undergraduate and graduate levels, the provost will embody a deep commitment to a welcoming and affirming intellectual environment where all are able to thrive.
- **Advance student learning and student success outcomes:** Working as a close partner to the vice president of enrollment management and dean of admissions, the provost is responsible for identifying the academic processes, supports, and innovations necessary to advance student learning outcomes and to improve student success metrics.
- **Work closely with the new president and other campus leaders to strengthen the University's impact and reputation:** The provost serves as a critical partner to the president and the wider leadership team in representing the University in regional and national higher education associations and through the development of strategic academic partnerships that benefit the University's mission. As such, they will contribute in meaningful ways to the wide and vital impact of the institution locally, regionally, and globally.





# Professional Qualifications and Personal Qualities

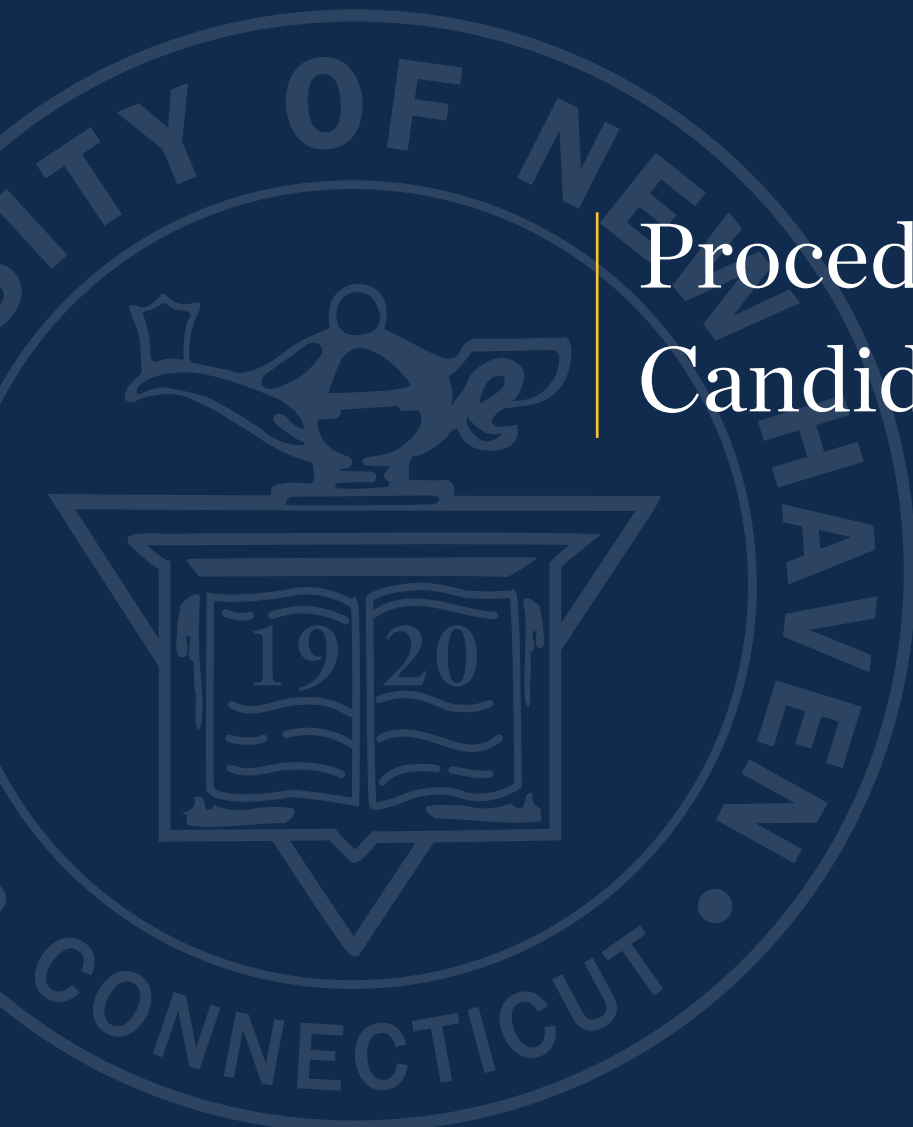
The next provost will, at the minimum, hold an earned terminal degree from an accredited institution of higher learning. They will possess academic credentials consistent with the rank of professor, as demonstrated by a distinguished record of teaching, scholarly publications, and/or creative accomplishments that exhibit commitment to academic excellence; a reputation for curricular innovation; and a history of progressively responsible, successful experience as an academic administrator at the decanal level or above involving both graduate and undergraduate programs, including responsibility for budget, personnel recruitment, and evaluation.

In addition, the most successful candidates will have most or all of the following qualities and qualifications.

- Academic leadership: As the leader of the academic enterprise, the next provost shall bring experience in higher education who is able to contribute a complementary, inquisitive, and creative perspective to the academic team. They will have experience in strategic planning, assessment of program effectiveness, and policy development to enhance academic units within the University and with national accrediting bodies. They will embrace UNewHaven's mission and academic tradition to innovate within the curriculum for growth and academic distinction. They will be committed to the ongoing professional development of faculty and academic administrators and possess an understanding of emerging technologies and the effective application of instructional technologies to enhance student learning.

- Sustainable and successful change management skills: As part of a collaborative leadership team and community, the next provost will have a demonstrated record of sustainable and successful change management expertise. Inherent in their experience will be an appreciation of shared governance and evidence of strong abilities to work effectively and collaboratively with university administration, faculty, students, staff, and other constituent groups and partners, both within and outside the University. They will have success in working collaboratively with administrators, academic staff, faculty, and students from a variety of disciplinary areas. Their strengths will also include the ability to welcome and enable multiple and diverse perspectives, to bring constituencies together to achieve a common goal, and to provide pathways for consensus.
- Inspirational leadership: During a time of institutional leadership transition, the next Provost will provide a strong partnership to the new president while also leading with a steadiness that inspires confidence. While doing so, they will have the ability to apply their own judgments, take initiative, and demonstrate adaptability, versatility, and creativity to operate in an office with extremely diverse requirements. They will possess the critical leadership attributes of fairness, sound judgment, creativity, diplomacy, decisiveness, courage of convictions, tolerance for ambiguity, and a sense of humor. Their leadership will be characterized by a commitment to transformational student success, providing support for and celebration of the members of the UNewHaven community who make such a journey possible.
- Personal integrity and an equity lens: As a role model for faculty, students, and staff, the provost must have a strong ethical core and a professional record that demonstrates the highest personal accountability and integrity. They will have demonstrated experience and appreciation for the various facets of diversity, equity, and inclusion in a university setting.
- Exemplary relational skills: Much of the provost's influence and effectiveness will depend on collaborative leadership and strong interpersonal relationships. The next Provost will have strong oral and written communication skills with the ability to inspire and energize others and articulate ideas and messages clearly and compellingly. The provost must be an open, supportive, and enthusiastic colleague who demonstrates outstanding listening skills and engages fully with constituents. They should be known for their creativity and leadership in developing external resources, including activities such as fundraising, grant development, partnership development, community engagement, working with alumni and friends of the institution, and constituency building. In addition, they should hold a record that demonstrates an astute connection to the local, regional, and national higher education community and an understanding of the current economic and political realities that impact colleges and universities.





# Procedure for Candidacy

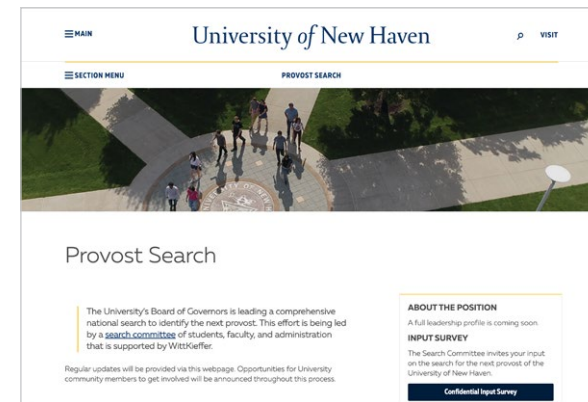
Applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a curriculum vitae or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting the University of New Haven in this search. Review of materials has begun and will continue until an appointment is made. For fullest consideration, candidate materials should be received by March 11.

**Nominations, inquiries and applications can be directed to:**

**Melody Rose, Ph.D., Sandra Chu, and Randi Miller, [NewHavenProvost@wittkieffer.com](mailto:NewHavenProvost@wittkieffer.com)**

Candidates are encouraged to visit the [University of New Haven's provost search site](#).



The University of New Haven is committed to achieving a diverse and pluralistic community that reflects the multiracial and culturally diverse society in the United States through strict non-discrimination in admissions, educational programs and employment. Read all of our equal opportunity statements, including our non-discrimination agreement [here](#) or scan the QR code.





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